

Illustration 4. This is for use by programs management organizations in MSCs and districts, as explained below:

(1) Use the checklist during development of your program submission. District commands will use it first; then MSCs, when reviewing and modifying district submissions.

(2) A "no" response to a checklist question suggests a *potential* management weakness. However, if it is the result of a special case or specific exception, then probably there is no management weakness. You are the judge. If you determine that a weakness exists, you must correct it as quickly as resources and essential mission priorities permit. No upward reporting is required.

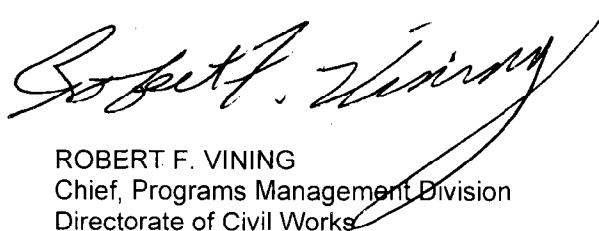
(3) If a management weakness requires the attention or awareness of the next higher level of management, it is a "*material weakness*." This is a judgment call on the relative seriousness of the problem. It is made at each progressive echelon, based on each manager's professional judgment. Material weaknesses discovered by districts are reported to the MSCs, which determine whether to report them to CECW-BD. The reports must specify corrective actions taken or planned. The highest echelon receiving the report will evaluate the corrective actions, provide assistance, if needed, and track progress. Consult AR 11-2 for help in determining whether a weakness is "material."

(4) Do not send checklists to HQUSACE.

Each MSC director of programs management will submit a certification, modeled after Illustration 5, certifying that the checklist was used by the districts, as applicable, and MSC. The certification is due by the date shown under "Main Part" in Table 2.

15. **Coordination.** The CECW staff will work closely with MSC office staffs throughout the program development process to assure that the CECW recommended program, as well as alternative programs, are thoroughly coordinated. Coordination will continue after receipt of OMB's passback and during development of Army's proposed appeal. The 10-year program will be revised, as necessary, to reflect resolution of the passback appeal and final President's Program.

FOR THE COMMANDER:



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9 Appendices

APP Appendix A - General Investigations

APP Appendix B - Construction, General

APP Appendix C - Operation and Maintenance, General

APP Appendix D - Flood Control and Coastal Emergencies

APP Appendix E - General Expenses

APP Appendix F - Regulatory Program

APP Appendix G - Revolving Fund (Plant Replacement and Improvement Program (PRIP))

APP Appendix H - Automation Costs

APP Appendix I - Formerly Utilized Sites Remedial Action Program